Equal Opportunity Policy and Program Oversight Role of the Office of the Secretary of Defense

A Presentation by the

Deputy Director, Military Equal Opportunity

Office of the Deputy Assistant Secretary of Defense

(Equal Opportunity)

for the

United States Marine Corps
Equal Opportunity Advisor's Conference

Office of the Assistant Secretary of Defense (Force Management Policy)

Office of the Under Secretary of Defense (Personnel & Readiness)

OVERVIE
W

ORGANIZATIONAL STRUCTURE

MISSION

FUNCTIONS

SUCCESSFUL EQUAL OPPORTUNITY PROGRAMS

Organizational Structure

Secretary of Defense

Deputy Secretary of Defense

Defense Equal Opportunity Council (DEOC)

Under Secretary of Defense (Personnel & Readiness)

Assistant Secretary of Defense (Force Management Policy)

Deputy Assistant Secretary of Defense (Equal Opportunity)

Defense Equal Opportunity Management Institute (DEOMI) Patrick AFB, FLA.

Military Assistant
0-5
CDR T. Jones, USN

DASD (EO)
SES
Mr. Claiborne D. Haughton Jr.
Acting

Secretary
GS-08
(Vacant)

~~Principal~~ Director
Mr. C. D. Haughton

EO Assistant
GS-08
Ms. C. Tolsee

Director, Mil EO
0-6
Col C. Johnson, USAF

Commandant DEOMI
O-6
Capt Robert D. Watts, USN

Director, Civilian EEO
SES
Mr. C. D. Haughton

Deputy MEO Policy/ DEOMI Liaison GM-15
Mr. Jimmy Love

Deputy EO Reserve Affairs
O-5
Lt Col D. Ellis Air Guard

Deputy Director DEOMI
O-6
Col. Floyd E. Miller, USA

EEO Manager (EEO/AEP) GM-15
Mr. Jerry Anderson

EEO Manager* (FWP/BEP)
GM-15
Ms. Seema Salter

EEO Manager (Disability Programs)
GM-15
Ms. Judith Gilliom

EEO Manager* (HPM-AI/ANP)
GM-15
Ms. Veronica Cruz

Personal Assistant
GS -08
Ms. Shannon Brown

As of June 5, 2001

*Offices located in DCPMS

Vision

To serve as America's premier advocate for the human division of National Defense by developing policies and implementing programs to recruit and sustain a high-quality, diverse force responsive to a rapidly changing environment

Mission

- **To Contribute to Readiness and Make DoD a Model**
  - Diversity as a source of strength
  - One of the most culturally integrated institutions in America
- **To Ensure Efficient Management**
  - Consistent with the Human Goals Charter, Federal Civil Rights Laws and regulations and Secretary of Defense policy issuance

Functions

- **Develop Military Equal Opportunity (EO) Policies**

- **Develop Civilian Equal Employment Opportunity (EEO) Policies**

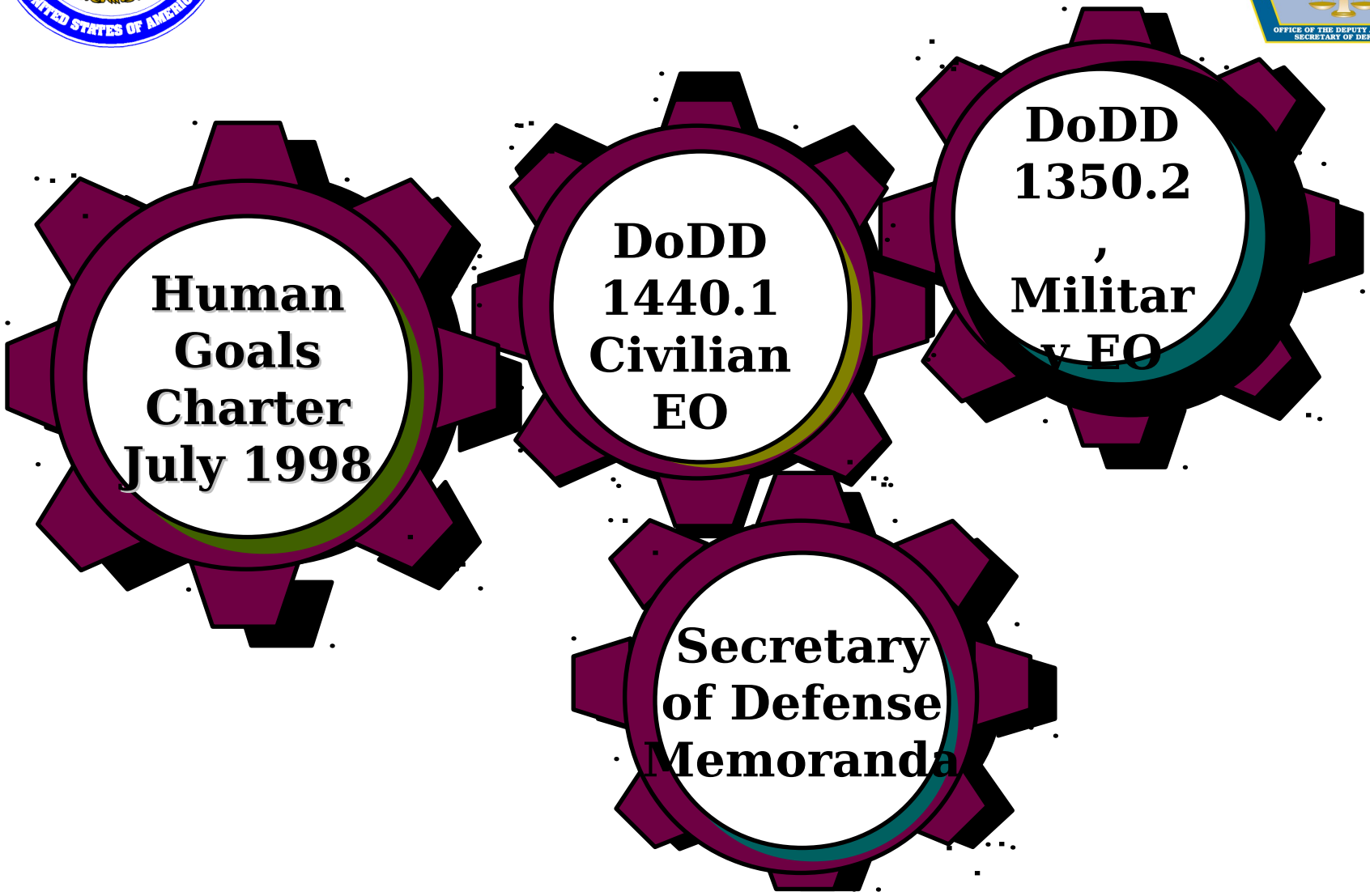
- **Monitor EO/EEO Progress**

- **Oversight of the Defense Equal Opportunity Management Institute (DEOMI)**

- **Support the Defense Equal Opportunity Council (DEOC)**

- **Represent the Department of Defense**

Develop Policies



Monitor Progress

- **Military Equal Opportunity Assessment (MEOA) Reports**
  - Annual Report of EO Progress
  - Ten Reporting Categories includes Recruiting, Composition, Promotions, Assignments, Professional Military Education, Retention, Involuntary Separations, Utilization, Discipline, and Complaints

- **DoD Surveys (Mandated by Law)**
  - 1995 Sexual Harassment Survey
  - 1996 Race/Ethnic Relations Survey

- **Representation levels of GS-13 and above**

- **Meeting the 2% goal from persons with disabilities**

Oversight of the Defense Equal Opportunity Management Institute

- **Revised DEOMI Charter in May 1997 (DoDD 1350.2)**

- **DEOC Enhancement Report and Staffing Review**

- **New Campus Construction Project**

- **Senior Executive Equal Opportunity Seminar Review**

Support of Defense Equal Opportunity Council

- **Chair** Deputy Secretary of Defense
- **Vice Chair** Under Secretary of Defense for Personnel and Readiness
- **Executive Secretary** Deputy Assistant Secretary of Defense for Equal Opportunity
- **Members**
  - Under Secretaries of Defense
  - Secretaries of the Military Departments
  - Chairman of the Joint Chiefs of Staff
  - General Counsel of the Department of Defense
  - Assistant Secretary of Defense for Force Management Policy
  - Assistant Secretary of Defense for Command, Control, Communications and Intelligence
  - Director of Administration and Management (OSD)
- **Function** Advise the Secretary of Defense; Coordinate Policy/ Reviews; Monitor EO Progress

Represent Department of Defense

- **Prepare congressional testimony and statements for Secretaries and Under Secretaries on EO/EEO issues**

- **Liaison with external review groups -- HASC, SASC, GAO, Architectural Board**

- **Prepare DoD comments on proposed legislation or regulations affecting EO/EEO programs**

- **Conduct DoD forums, award ceremonies and**

Make Reports Military Representation

Force Composition Changes from FY 87 to FY 01

GROUP	FY87	FY01
Women	220,957 (10.2%)	203,689 (14.8%)
White	1,571,264 (72.6%)	880,756 (64.3%)
Minorities	592,314 (27.4%)	462,391 (33.7%)
Black	419,755 (19.4%)	278,121 (20.3%)
Hispanic	84,500 (3.9%)	117,966 (8.6%)
Asian/Pacific	46,977 (2.2%)	51,871 (3.8%)
American Indian/ Alaska Native (AI/AN)	12,483 (0.6%)	14,433 (1.1%)

Make Reports Military Representation

FY 87 to FY 01 (1st Qtr) Military Officers (O-1 to O-10)

GROUP	FY 87	FY 01 (1st Qtr)
Women	31,654 (10.9%)	30,153 (15.1%)
White	256,023 (88.8%)	163,916 (82.1%)
Minorities	32,278 (11.2%)	35,769 (17.9%)
Black	18,611 (06.5%)	16,287 (08.2%)
Hispanic	5,028 (01.7%)	7,819 (03.9%)
Asian/Pacific	3,906 (01.4%)	6,180 (03.1%)
AI/AN	1,063 (00.4%)	1,115 (00.6%)

Make Reports Military Representation

FY 87 to FY 01 (1st Qtr) Military Officers (O-7 to O-10)

GROUP	FY 87	FY 01 (1st Qtr)
Women	10 (00.9%)	33 (03.8%)
White	1,019 (95.2%)	817 (92.8%)
Minorities	51 (04.8%)	63 (07.2%)
Black	39 (03.6%)	43 (04.9%)
Hispanic	5 (00.5%)	11 (01.2%)
Asian/Pacific	6 (00.6%)	6 (00.7%)
AI/AN	1 (00.1%)	2 (00.2%)

Make Reports Military Representation

FY 87 to FY 01 (1st Qtr) Military Enlisted (E1 to E9)

GROUP	FY 87	FY 01 (1st Qtr)
Women	188,880 (10.2%)	168,363 (14.7%)
White	1,298,214 (70.0%)	704,574 (61.6%)
Minorities	557,569 (30.0%)	438,493 (38.4%)
Black	399,608 (21.5%)	257,754 (22.5%)
Hispanic	79,114 (04.3%)	104,595 (09.2%)
Asian/Pacific	42,863 (02.3%)	43,982 (03.8%)
AI/AN	11,335 (00.6%)	12,458 (01.1%)

Office of the Deputy Assistant Secretary of Defense (Equal Opportunity)

Successful Equal Opportunity (EO) Programs

- Defense Equal Opportunity Council Task Force on Discrimination and Sexual Harassment

- Armed Forces Equal Opportunity Survey

- Career Progression of Minority and Women Officers Study

Successful EO Programs

"The road to success is always under construction."

Defense Equal Opportunity Council Task Force on Discrimination and Sexual Harassment Report

- **Military is not just another employer**
- **Service member's first obligation-fulfill assigned mission**
- **Two goals for DoD equal opportunity programs:**
  - **Unit Effectiveness**

Successful EO Programs

"Too many use research the way a drunk uses a lamppost:
to lean on rather than to shed light."

Armed Forces Equal Opportunity Survey

- EOS directed by FY1997 Conference Report; administered by
  Defense Manpower Data Center (DMDC) from Sep 96 - Feb 97.

- Aimed at behaviors and perceptions, e.g., positive racial/ethnic
  interactions discriminatory, harassing and violent interactions, and
  perceptions of official EO actions to maintain and to deal with failures

Armed Forces Equal Opportunity Survey (EOS)

Positive Key Findings

- Large majorities of service members in all groups believe that racial/ethnic relations today are as good or better than five years ago.
- Service members perceived more improvement in racial/ethnic relations in the military than in civilian society.
- Only very small percentages of service members said “not at all” when asked if racial/ethnic relations were good at their installation or aboard ship.
- Our Service members form friendships and social

Armed Forces Equal Opportunity Survey (EOS)

Negative Key Findings

- White service members were much more positive about the state of equal opportunity than minority service members. This difference is similar to results from national polls in the civilian sector.
- Many service members of all races and ethnic groups reported negative experiences based on race or ethnicity, both on military installations and in the surrounding community.
- Over half of those who reported a negative experience were dissatisfied with the complaint process overall; their dissatisfaction revolved around

Successful EO Programs

"For every human problem, there is a simple solution and it is always wrong."

Career Progression of Minority and Women Officers Study

- Secretary of Defense directed DoD study of career progression for minority and women officers in Mar 94.

- Study affirms DoD has achieved a measure of success.

- Study also identifies areas that require continuing

Career Progression of Minority and Women Officers Study

Some Key Findings

- Women and minorities tend to be concentrated in administrative and supply areas and underrepresented in tactical operations, the area that yields two-thirds of the general and flag officers of the Services.
  Women and minorities are very much underrepresented in some fields such as aviation, although the trend is upwards.

- Compared to White men, promotion rates for White women are about the same. But promotion rates for Black men and women are lower through the critical O-4 point, then about the same thereafter.

Career Progression of Minority and Women Officers Study

Some Key Findings continued

- Some Black officers feel they have more difficulty building
  competitive performance records for review by promotion boards.

- Some minority and female members believe they are held to a higher
  standard than majority race/male colleagues and, especially women,
  feel they must pass “tests” to demonstrate their worth on the job.

- And many women and minority officers felt that,

Successful EO Programs
DoD Survey and Study
Next Steps

- DoD plans to use the results from the EO survey and the career progression study to continually assess equal opportunity policies and initiatives.
- Regarding the survey, the findings will be used to establish a baseline for comparison to the results of the next EO survey.
- A joint Service task force formed in August 2000 and reviewed both reports and proposed follow-on actions that are awaiting implementation, i.e., plans for next survey, and need to strengthen

Successful EO Programs

Lessons Learned

“To be nobody but yourself in a world which is doing its best, night and day, to make you everybody else--means to fight the hardest battle which any human being can fight; and never stop fighting.”

“We must be willing to fail and to appreciate the truth that often, ‘Life is not a problem to be solved, but a mystery to be lived.’ ”

When asked what tricks he used to achieve success, James Lofton replied, “One trick is to work harder than the other guy. The second trick, always hustle. Third trick, study and know what you are doing. Fourth trick, always be prepared. Fifth, never give up. Those are my tricks.”

Equal Opportunity Policy and Program Oversight Role of the Office of the Secretary of Defense

A Presentation by the

Deputy Director, Military Equal Opportunity

Office of the Deputy Assistant Secretary of Defense

(Equal Opportunity)

for the

United States Marine Corps
Equal Opportunity Advisor's Conference

Office of the Assistant Secretary of Defense (Force Management Policy)

Office of the Under Secretary of Defense (Personnel & Readiness)